

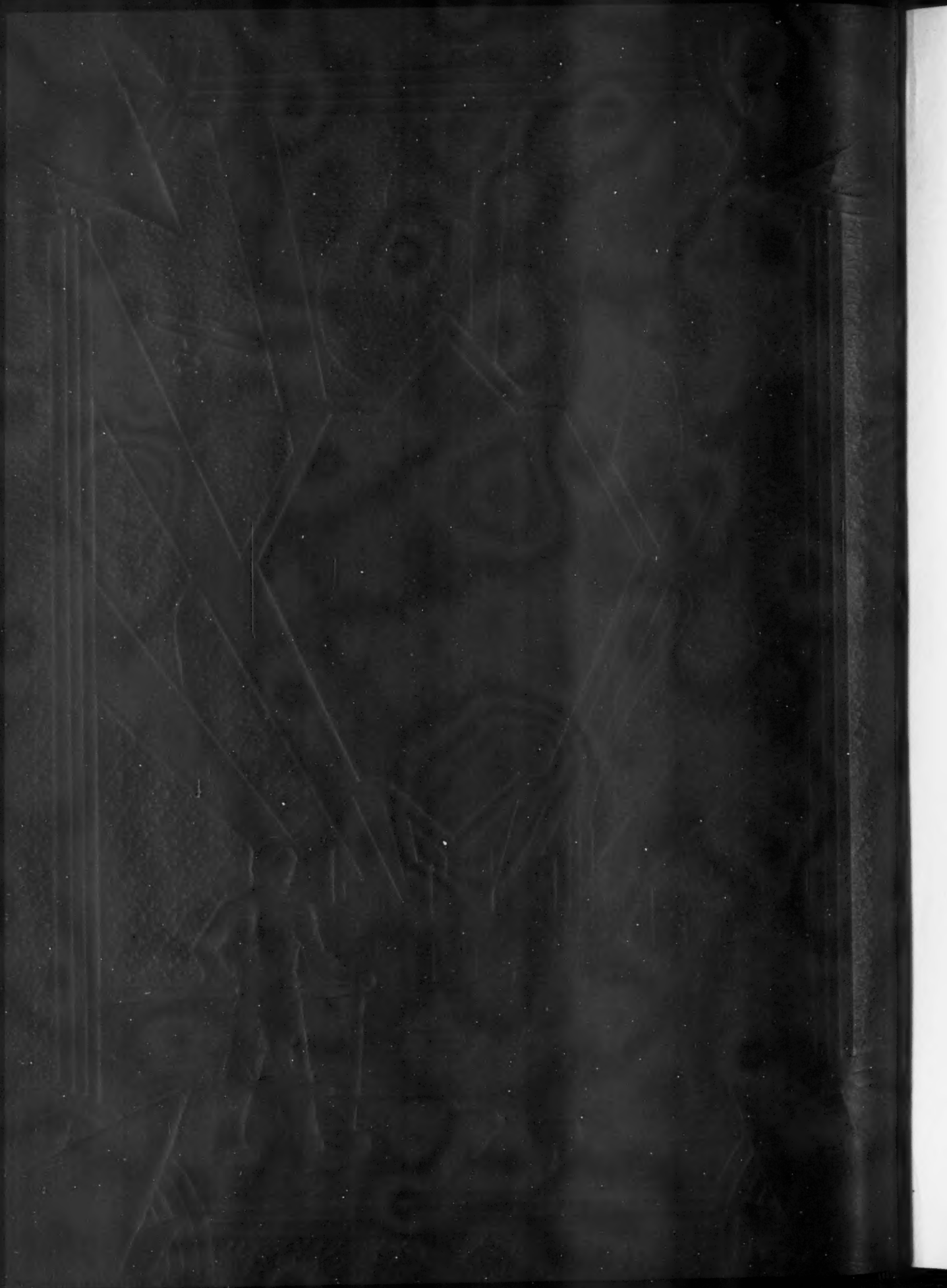
The background of the cover is a dark, textured surface with a prominent Art Deco style. It features a large, stylized sunburst or starburst pattern in the center, with rays extending towards the corners. The rays are composed of various geometric shapes, including triangles and trapezoids, creating a sense of depth and movement. In the lower right quadrant, there is a faint, stylized figure of a person standing, possibly a soldier or a worker, looking towards the left. The overall aesthetic is one of modernism and industrial design.

DALLAS

Official Publication of the
Dallas Chamber of Commerce

JULY - 1929

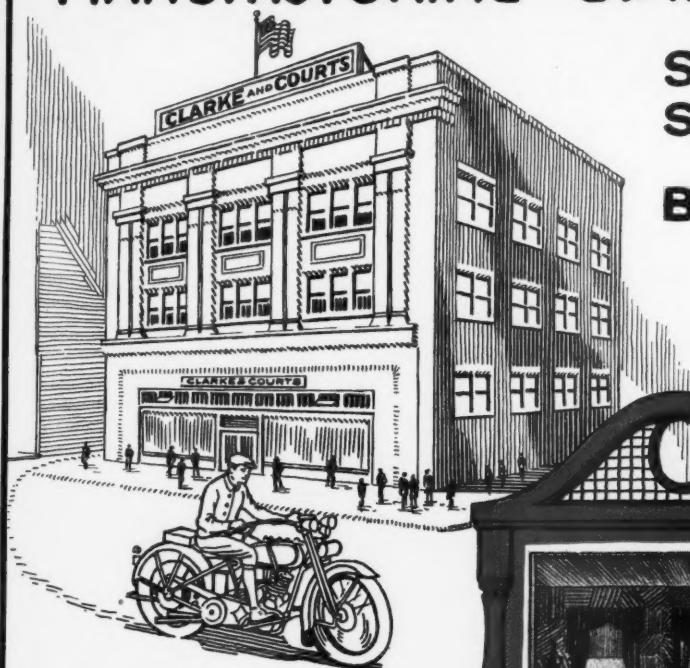
Vol. 8 No. 7



CLARKE & COURTS

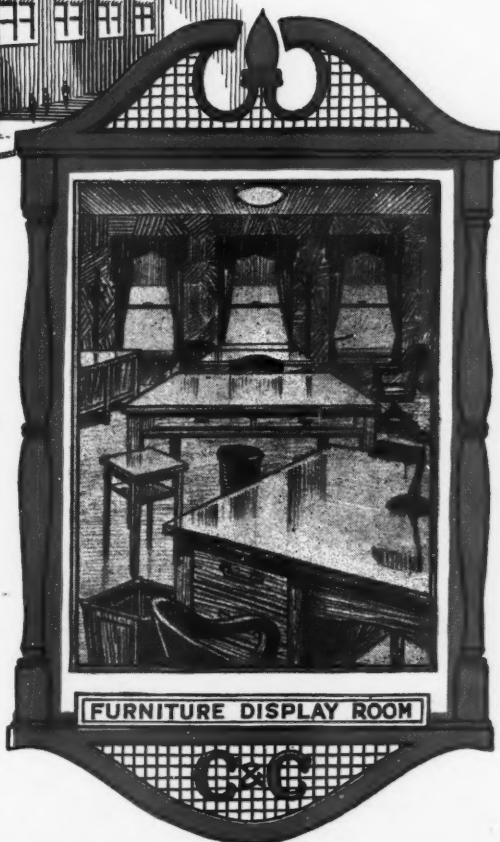
MANUFACTURING STATIONERS—

**SUPERIOR
SERVICE
TO
BUSINESS
MEN**



**QUICK DELIVERY
ACCESSIBILITY—**
with ample private parking space

SERVING YOU
with a comprehensive line
of Office Furniture—Stat-
ionery and Supplies—in-
cluding Lithographing—
Printing—Special Made
Blank Books and Copper
Plate Work. *pppppppp*



1506 YOUNG STREET PHONE 2-4164

A-R Bond -28

When a Community's Oldest Newspaper Keeps on Leading Its Field in Gains

THEN comes proof of influence that does not falter; of strength that rides out storms.

Many an old paper ceases to grow; many a young paper grows without root—with transitory gains that lack significance — increases in patronage that are made today and perhaps wiped out tomorrow.

It's the steady, undeviating progress of a time-tried institution that builds confidence.

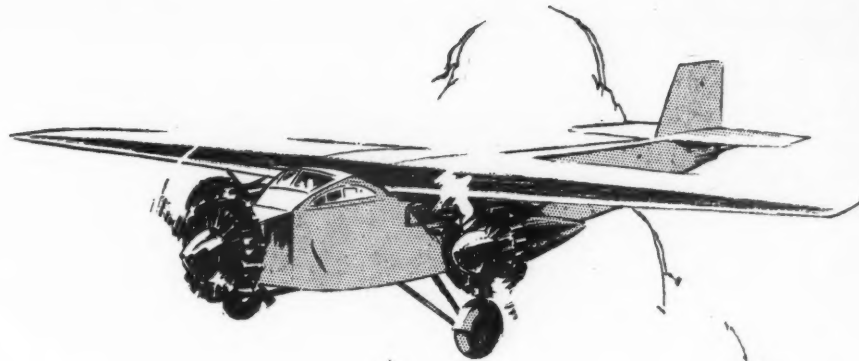
DURING the last five years the circulation of The News has increased steadily from 65,700 in 1924 to 93,322 in 1929—daily and Sunday average. *Twenty-three thousand more copies a day than five years ago.* None of the evening papers has approached these gains.

The circulation of The News, recorded with the Audit Bureau of Circulations for the six months period ending March 31st, 1929, is 88,050 week-days and 105,109 Sundays.



The Dallas Morning News

Texas' Greatest Newspaper



Goodwill to Cloud Callers

OUT of the very skies has come the opportunity for Southern hospitality to take on new meanings.

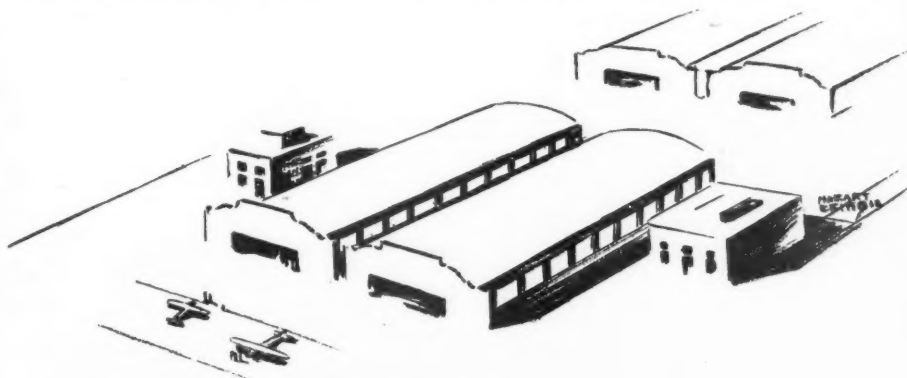
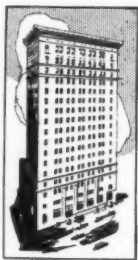
In increasing numbers travelers of the air are winging their ways over Texas soil. These people, whose flights might have begun that day in Louisville, Miami, Butte, Chicago, or Mexico City are over strange territory and looking for a place to come safely and comfortably to earth.

Texas, with its millions of acres of flat, smooth ground and its delightful weather which makes

possible year-round flying, is in an excellent position to extend to both travelers of the air and the aviation industry a true and meaningful hospitality.

That this invitation to abide with us be sincere and that the latch-string might be observed from the sky, it is the civic responsibility of every city and sizable community to provide for safe and convenient airports. Eyes from the skies are looking down upon Texas, and they can see the welcome sign.

The AMERICAN EXCHANGE NATIONAL BANK is proud of the rapid development of Dallas as an air center. All air lines in the Southwest converge at Dallas, and five companies operate mail and passenger planes from Love Field. This city's two municipal fields—Love Field and the recently acquired Midway Field—represent an investment exceeding a million dollars—and a truly worth-while investment!



AMERICAN EXCHANGE *National Bank*

Constructive
since



Banking...
1875

DALLAS

Buy Printing to Suit Your Needs

Printing Is a
Commodity With
Many Different Uses

A manufacturer might want to use printing to describe the quality of his product. A jobber might desire to list prices on overstocked goods. An accounting officer might need printed forms to assist in record keeping.

At Boyd's you can get printing to meet your needs. Quick composition on the linotype is available. Good compositors are on hand

night and day for work requiring care.

Two fast Kelly presses give quick deliveries on quantity runs. Large flat bed presses allow cost saving runs on large press forms.

The Boyd plant is equipped to give good printing service. Make it your headquarters for all kinds of printing.

Telephone 2-8043

BOYD PRINTING COMPANY

1323-25 WOOD STREET — PHONES: 2-8043; 2-8044

DALLAS, TEXAS

Dallas Talks Advertising

"BUSINESS," said a Dallas merchant, "is like a black eye. Nobody just gives it to you—you have to fight for it. Advertising is the ammunition in the fight for more business.

When Simmons Company thought of twin beds they advertised and doubled their business. How ridiculous it would be for Palm Olive to sell a handful of fatty oils. Advertising the idea of beauty has brought for this Milwaukee company more sales in one year than the combined total of all the Milwaukee breweries in the best year they ever had. Largely through the use of good magazine advertising Industrial Dallas has brought 382 new business concerns to our city so far this year. Dallas business men are spending hundreds of thousands of dollars telling the

nation and the whole world what Dallas as a city is doing. Individual claims to distinction are submerged in the greater program of community development. These men are doing this because of their faith in Dallas. Their faith in Dallas is based on the success of individuals. They know that Dallas has become great and

they know it will grow in even greater proportions. Is it not logical, then, that these men should be interested in the merchandise and service of the individual concerns that make up

our city? One of the functions of the magazine DALLAS is to further the growth of individual concerns through advertising publicity as well as to foster civic development in its editorial columns.

Dallas' population is growing at the rate of $3\frac{1}{2}\%$ per year. If your business is increasing at that rate it is standing still. Advertising is playing an important role in the growth of Dallas. It is creating widespread demand and making possible the big production schedules that lessen manufacturing costs and bring comforts and conveniences within the reach of all.

And as Industrial Dallas continues its advertising program, and as Dallas advertisers tell the story of their various products there will be a greater growth in Dallas population and a still larger volume of business done. It is something to think about. And business men with a product for the attention of Dallas men can translate their advertising into tangible results through the columns of their own publication, DALLAS.

"On the Cover"

The unique idea represented in the cover of July "Dallas" was created in the plant of the American Beauty Cover Company and was furnished this publication by C T. Dean, president of the cover company.

The die was fashioned in the American Beauty plant and the graining and embossing was done by a special process used for covers on bank books, catalogues, etc. Stock is Ripple Finish Hammermill Cover.

The printing was done by the Texas Publication House, printers of "Dallas."

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Rich in Appearance
..... Low in Cost

Is THIS complete and inexpensive suite. Suitable for private and general office equipment. The rich appearance and low cost of combining genuine Mahogany and Walnut writing beds, panels and drawer fronts, with Birch legs and rails is worthy of consideration wherever both price and quality are required.

Fortified with manufacturing connections that enable us to meet the most exacting requirements as to both quality and price, we solicit consideration on every office furniture need.

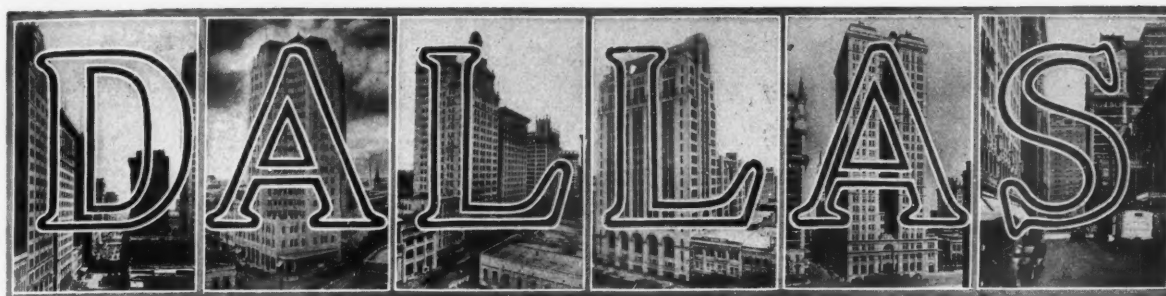
DESK HEADQUARTERS

STEWART OFFICE SUPPLY Co.

1810 MAIN STREET

DALLAS, TEXAS

COMMERCIAL STATIONERS



OFFICIAL PUBLICATION OF THE DALLAS CHAMBER OF COMMERCE

Published monthly by the Dallas Chamber of Commerce. Subscription price, \$1.50 per year. Entered as second-class matter, Feb. 6, 1922, at the Postoffice at Dallas, Texas, under act of March 3rd, 1879.

Volume 8

JULY, 1929

Number 7

Open House.... For Retailers

Dallas Wholesale Market Season Opens July, 29th



By mail, by telephone and telegraph the message has gone throughout the Southwest — "All Set!"

All set for the Fall market season. All set for the style shows. All set for the crowds of retail buyers who will pass through the doors of Dallas wholesale houses beginning Monday, July 29.

Dallas wholesale buyers are back from the eastern factories, from France and other foreign fashion centers. They mysteriously promise much that is surprising and—from experiences of the past—it is a safe prediction that the promises will be fulfilled when the curtain rises on the first of the style shows Tuesday, July 30.

An added feature of this season will be the presence in Dallas of A. J. Luther, nationally known stock, budget and credit control authority for a two-day study course on modern store management. Brought here under the auspices of the

Dallas Wholesale Merchants Association, Mr. Luther will confer with retailers on their problems July 30 and 31 at a convenient downtown meeting place.

Mr. Luther is a specialist in the problems of retailing, having given twelve years of his life to their study. His treatise, "Modernizing the Drygoods Store," is considered a work of authority.

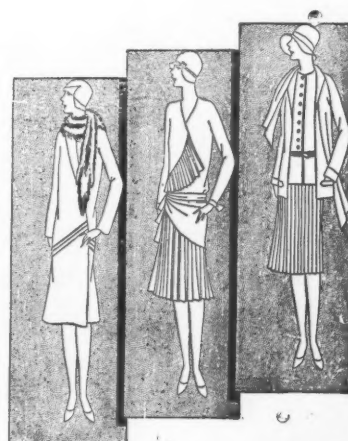
Two hours each day will be devoted to general discussion. The first day will cover the needs of the modern retail store, emphasizing display and arrangement of merchandise to the best advantage.

The second will be devoted to stock and buying controls, sales promotion and advertising. Individual interviews may be arranged on request.

The three Southwestern Style Shows will be in the Fair Park Auditorium on the nights of July 30, August 6 and August 13. Besides the parade of models showing the latest ideas in fashion, there will be selected entertainment features.

Railroad rates into Dallas from all Texas points have been arranged. Visit-

ors from outside of Texas may take advantage of this by buying a ticket to the nearest Texas point and buying another from there to Dallas. The usual refund of fare, based on amounts of merchandise bought, will be in effect at the majority of houses.



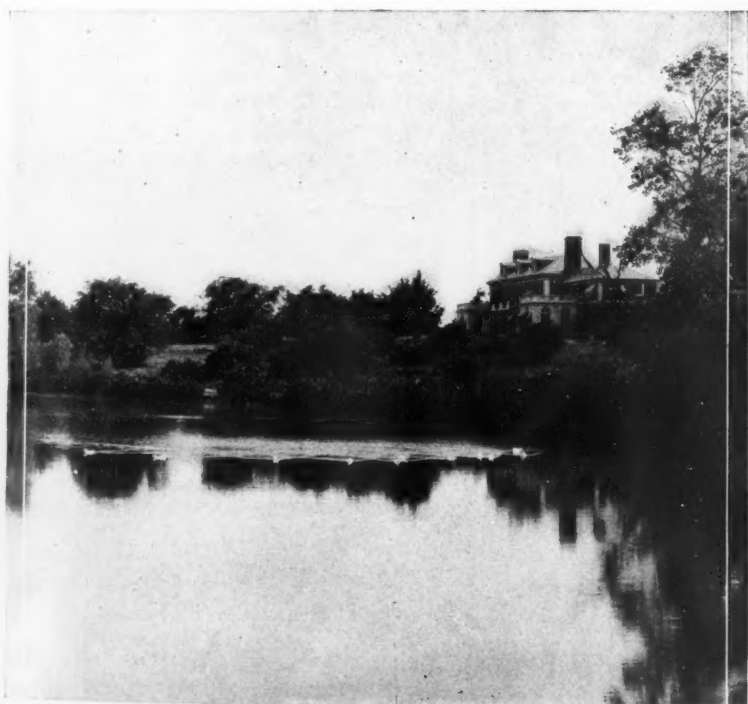


DALLAS IS
A CITY
OF BEAUTIFUL

Visitors to Dallas are always impressed with the magnificent skyline presented by the city, but the warmest compliments of all come when they are shown through the districts Dallas men call home.



AS Is
CITY
UTFUL HOMES



Strikingly in contrast with the busy hum of downtown Dallas are these beautiful retreats—homes of Dallas men who find that the day's labor is less tiring if evening offers hours of peace in such surroundings as these.

IMPORTANT NEWS

Postal Expands

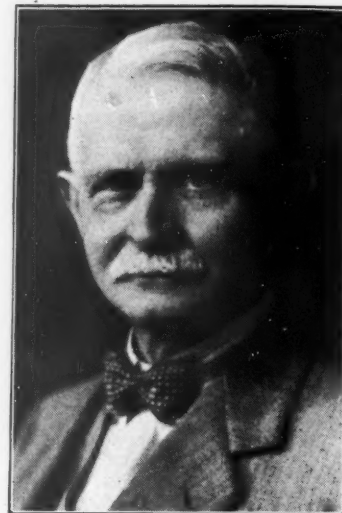
KEEPING pace with the rapidly growing Southwest, where progress has been particularly marked in recent months, the Postal Telegraph Company has organized a Southwestern Division, effective July 1, according to executive orders received from New York headquarters.

The new division is composed of the States of Texas, Oklahoma, and Arkansas, which have just been surveyed by Postal executives and which will participate immediately in expansion plans of the company which have been under way since it became a part of the International Telephone and Telegraph Corporation last year.

In his executive order, A. H. Griswold, Executive Vice-President of the Postal, appointed Jesse Hargrave General Manager of the new division. Mr. Hargrave was formerly Superintendent at Dallas. He will make his headquarters in that city, where he has been located since June, 1912.

"The Southwest is the most rapidly growing section of the United States today," Mr. Hargrave said. "There is no doubt but that there is a splendid future ahead of the company here.

"Communities grow and their industries prosper with the aid of fast communication facilities and we will endeavor to provide the Southwest with the best available means of telegraphic com-



JESSE HARGRAVE

Watching Dallas Grow

Month by month, in this column, will be recorded the growth of Dallas as shown by the available statistical information.

BANK CLEARINGS		BANK DEBITS	
	1928	1929	1928
January	\$229,304,531.28	\$265,365,726.24	\$236,596,000
February	202,756,886.66	220,677,360.88	214,275,000
March	218,410,753.88	243,485,065.89	230,033,000
April	199,600,686.28	228,307,179.67	209,427,000
May	208,895,503.35	216,624,838.08	213,709,000
June	200,643,340.36	195,818,474.36	212,089,000
July	198,047,700.20		203,320,000
August	209,277,120.12		211,024,000
September	261,719,706.91		263,237,000
October	320,700,640.45		303,578,000
November	268,579,277.12		273,024,000
December	259,564,606.14		297,946,000
Total	\$2,775,500,725.75		\$2,868,258,000

BUILDING PERMITS		POSTAL RECEIPTS	
	1928	1929	1928
January	\$ 619,989	\$880,453	\$316,629.65
February	584,634	\$467,022	348,879.00
March	858,466	1,708,728	339,673.60
April	798,573	1,294,212	304,437.00
May	580,560	550,880	283,274.29
June	781,701	469,550	293,806.67
July	870,532		283,430.35
August	750,544		306,268.20
September	835,144		338,030.50
October	552,651		374,047.74
November	717,617		354,004.36
December	521,799		428,475.83
Total (Dallas proper)	*\$14,381,694		\$3,970,957.00

GAS METERS		TELEPHONES	
	1928	1929	1928
January	64,881	65,401	67,143
February	65,021	66,480	67,347
March	65,532	66,520	67,697
April	65,712	66,601	67,902
May	65,892	66,652	68,114
June	66,030	66,681	68,321
July	66,081		68,401
August	66,129		68,496
September	66,180		68,551
October	66,240		68,599
November	66,289		68,640
December	66,303		68,701

munications within the section and to all points throughout the world."

Forty-eight main offices, most of which are in large centers, comprise the division. In addition to the 48 main offices there are 40 branch offices. Seven offices at leading points in Texas and Arkansas will be opened in the immediate future, according to Mr. Hargrave. The wire mileage of Texas and Arkansas at present totals 20,563 miles. It will be augmented by 6,000 miles in Oklahoma.

Mr. Hargrave has been associated with the Postal Telegraph Company for the past thirty-seven years. He is a native of Lexington, N. C., where he was born, Feb. 18, 1865. At 18 he learned to telegraph, working for the Seaboard Air Line Railroad. He worked for two years with that railroad and subsequently was associated with the Pennsylvania and Chesapeake & Ohio systems.

In 1887 he became a telegraph operator at Augusta, Georgia. Later he worked successively in Nashville, Tenn., and Chicago, Ill. Returning to Nashville, he entered the service of the Associated Press, which he served for three years.

Mr. Hargrave's first connection with the Postal was as operator in New Orleans in 1892, where he became night chief and chief operator. Then he was promoted to New York headquarters as assistant electrical engineer. On Jan. 1, 1908, he was appointed superintendent of the Third Southern District, and two

VS OF A GROWING CITY



years later was made division superintendent and engineer of the Southern Division at Atlanta, Ga., being transferred to Dallas in 1912.

An invention credited to Mr. Hargrave, known as "one dynamo quad," has been used extensively for twenty years in telegraphy. He is co-author of a book called "Electrical Instruments and Testing," published in 1907.

Carrying out its established policy, all of the furniture and equipment for the new office has been bought in Dallas.

F. J. Akesson, formerly manager of the Dallas local office, has been appointed superintendent of the second district of the Southwestern Division, with offices in Dallas. L. Williams, formerly manager of the Little Rock, Ark., branch and before that secretary of the Pine Bluff, Ark., Cotton Exchange, succeeds Mr. Akesson as Dallas manager.

Business Opportunities

Southern Krisp-Nut Sales Company, P. O. Box 140, Orlando, Florida, wants dealer for Dallas territory.

Perfecto Traffic Markers Corp., 516 N. Charles St., Baltimore, Md., manufacturers of "Turtle-Back" traffic markers, want representative for Southwest.

Taplin-Rice-Clerkin Company, Akron, O., manufacturers of stoves, ranges and furnaces, seeking distributor at Dallas for Southwest.

Folding Products Corporation, 228 North La Salle Street, Chicago, Ill., manufacturers of folding partitions and doors, want agency connection in Dallas.

Burkland Knitting Works, Inc., 2341 Wabansia Ave., Chicago, Ill., manufacturers of infants' and children's knit underwear, want manufacturers' representative to carry line for Southwest.

Leonard Krower & Son, P. O. Box 330, New Orleans, La., importers and wholesalers of diamonds, watches, novelties, silverware, etc., want salesman to represent them in Dallas territory.

Cupie Knitwear Company, 474 East 96th Street., Brooklyn, N. Y., want salesman to place their line on commission basis. They manufacture children's and infants' knitted novelties.

Branches Established During June

Branches of sectional or national concerns established in Dallas during June were:

Brown & Williamson Tobacco Corp., Louisville, Ky.

Federated Textiles, Inc., New York, N. Y.

La France Textile Industries, Philadelphia, Pa.

United Securities Company of Missouri, Kansas City, Mo.

Mexican-American Hat Company, St. Louis, Mo.

Wright Tool & Forge Company, Barber-ton, O.

American Type Founders Co., Jersey City, New Jersey.

International News Service, New York, N. Y.

Square D Manufacturing Co., Detroit, Mich.

Sinclair & Valentine Co., New York, N. Y.

Equitable Casualty & Security Co., New York, N. Y.

Flores Yo-Yo Sales Co., San Francisco, Calif.

The Conkey Feed Mills, (G. E. Conkey Co.,) Cleveland, O.

Loraine Service (Advertising), Berkeley, Calif.

Pittsburgh Valve, Foundry & Construction Co., Pittsburgh, Pa.

Industrial Department

Summary Report For First Six Months 1929 And For June

Total new concerns previously reported	382
New concerns established in June	53
Total for year	435
Manufacturing plants previously reported	51
Manufacturing plants established in June	11
Total for year	62
Wholesale concerns previously reported	91
Wholesale concerns established in June	17
Total for year	108
Retail concerns previously reported	90
Retail concerns established in June	9
Total for year	99
Miscellaneous concerns previously reported	139
Miscellaneous concerns established in June	16
Total for year	155
Branches of sectional or national concerns previously reported	98
Branches of sectional or national concerns established in June	16
Total for year	114

Now That We've Got It.....

The Question Arises as to What the Public Will Do About Aviation

By FRANK H. PHARES

Southwestern Representative, Southwest Air Fast Express, Inc.



R. J. Worthington Rankin, financier, was unusually busy at his desk this morning. He was a man who had no spare time, and this morning spare time was scarcer than ever. He had declined to see three men, claiming to be on important missions, because "I just can't spare the time."

The telephone rang.

"Mr. Rankin," called his secretary, "St. Louis is calling you."

Impatiently Mr. Rankin grabbed his receiver and bellowed, "Hello!"

"Mr. Rankin," said the voice on the St. Louis end, "a meeting of the Standard Securities Corporation directorate must be held to discuss the Benson deal and other financing matters. You are chairman and should call the meeting immediately."

"I can't spare the time for a meeting," shouted Rankin. "Too much to do here."

After five minutes' argument Mr. Rankin decided to go to St. Louis.

"I'm too busy, but I'll come and get it over," ended Rankin.

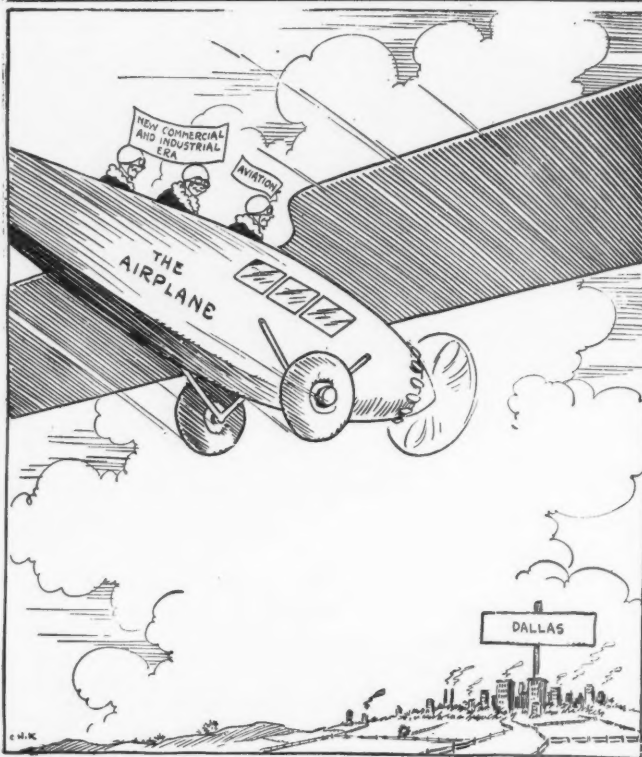
"Shall I make reservation for you on the night train," asked his secretary, "or on the morning plane for St. Louis?"

"Neither. Call my man and have him hitch up the horse. I'll go that way."

The writer will readily admit that the preceding yarn is quite silly, but yet the magazine in which this appears falls into the hands of some men who pull "Rankins" in a milder form, no doubt, every few days.

Of course, for a man as busy as Mr. Rankin, and whose time was so valuable, one would naturally have prescribed the plane trip to St. Louis. Now, there is none who will admit his time is not worth

And Headed Right Our Way



anything. You can start a scrap with any business man by telling him time is valueless. Then, if your time is worth anything save some of it. Everyone knows actual money is worth something and most everyone tries to save it. While you can't place your hand on the thing called TIME, it is not something wholly intangible nor abstract. The whole world moves on TIME. Every tick of the second hand records the passage of time. TIME is omnipresent. Then it is nothing short of criminal to waste it... SAVE IT!

Science every day is turning out instruments and machinery designed to save time, increase production at lower cost, etc., these things all being allied. Transportation has felt the demand for increased speed. The world demanded something faster than the sail boat—and got the steam ship. The world demanded something swifter than the covered wagon

and got the railroad. For some time the world has demanded something faster than the railroad.

... The airplane answered that demand. ... It is here, has been for some time, but those who were crying for it evidently have gone off into hiding. The PUBLIC is being too slow to take to the air.

DEAR PUBLIC, the airplane is your baby—what are you going to do with it? You brought it into this world. Unfortunately for those who now seem to spurn it, this baby is immortal. It is here to stay and is going to grow and grow fast. However, its growth may be retarded by maltreatment on the part of its parents, or worse yet, by neglect.

This "scolding" is not meant for the entire PUBLIC, for it is true that airplane transportation is yet a little too costly for some to use habitually. Even they, though, can afford it occasionally.

Airplane transportation is, however, for every business man, because it saves times, and time is money.

Only a few days ago (and this is not a fictitious testimonial quoted indirectly) the salesmanager of a big manufacturing corporation in the East reported that he had covered the entire country, visited every branch of his factory, talked with his salesmen, etc., in two weeks—by air. He declared that ordinarily this trip required two months—eight weeks. Think of it. By using the mode of transportation the world has been howling for, this executive had saved six weeks—forty-two days—1,000 hours.

Try that on your yen for saving time, you business men!

Aside from the time this executive saved, he saved six weeks of hotel bills, food, tips, entertainment, taxi fares. And

(Continued on page Twenty-three)

We Protect Preferred Risks . . . therefore

E. C. C. INSURANCE PAYS



The Employers
Casualty Men
Offer Every Bus-
iness Man FREE
ANALYSIS and
INSPECTION
SERVICE on all
types of Business
and Automobile
Insurance . . . no
matter if it's not
an E.C.C. Policy
. . . the Service
is FREE during
JUNE, JULY,
AUGUST and
SEPTEMBER.

**"You've saved us \$3,911.34 this
year in our insurance costs"***

. . . This grateful recognition on the
part of a prominent Southwestern
business man of the service ren-
dered by the Employers Casualty
Company is merely typical of many
such instances.

It should not be surprising that
a man who has mastered the many-
sided subject of insurance could

point out many opportunities for
saving. It would be surprising if he
couldn't!

We invite business executives to
take advantage of Employers
Casualty free analysis and inspec-
tion service at this time. Call for
one of our insurance experts—
without obligation.

EMPLOYERS CASUALTY COMPANY

** Name of this Policyholder on request.*

Texas Offices:

ABILENE	CORPUS CHRISTI	HOUSTON
AMARILLO	DALLAS	LUBBOCK
AUSTIN	EL PASO	SAN ANGELO
BEAUMONT	FORT WORTH	SAN ANTONIO

TYLER
WACO
WICHITA FALLS

Other Offices:

KANSAS CITY	ST. LOUIS
NEW ORLEANS	SHREVEPORT
OKLAHOMA CITY	TULSA



Dallas

Official Organ of the Chamber of Commerce
Published Monthly

E. C. WALLIS, EDITOR

EARL Y. BATEMAN, BUSINESS MANAGER

Vol. 8 JULY, 1929 No. 7

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ern Div. Traffic Mgr.

OFFICE: Chamber of Commerce Building

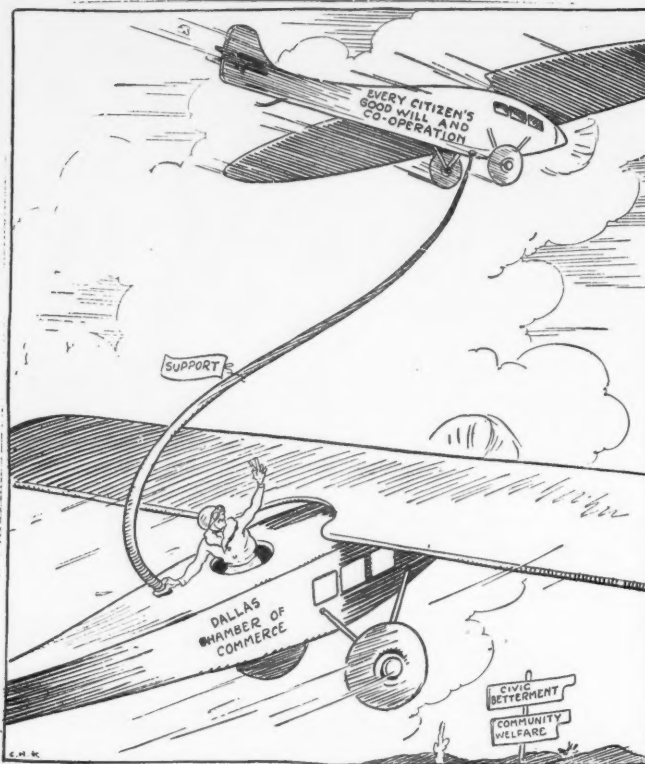
1101 Commerce St., corner Martin. Telephone 2-5425

SUBSCRIPTION \$1.50 A YEAR; 15c A COPY

ADVERTISING RATES ON APPLICATION

EDITORIALS

If We Are to Make Any Kind of Record . . .



Dallas.....An Insurance Center

Claim to distinction as an insurance center being made by Dallas is amply borne out in figures recently received from the department of insurance at Austin.

These figures show that forty-five insurance companies are domiciled at Dallas with a total paid up capital of \$10,835,500. These companies had in force at the end of 1928 more than \$1,000,000,000 worth of insurance, exclusive of mutual companies on which no report of

insurance in force is made.

The total premium income for 1928 is listed at \$32,145,369.19, a tremendous sum when it is considered that it is for only those insurance companies with home offices in Dallas and does not take into account business handled by a large number of agents for out-of-city and out-of-State companies.

The following table will give some idea of the importance of the insurance business to Dallas:

STATISTICS ON INSURANCES COMPANIES DOMICILED AT DALLAS, TEXAS

	Income 1928	Admitted Assets Dec. 31, 1928	Paid Up Capital	Surplus Dec. 31, 1928	Total Net Business In Force Dec. 31, 1928
9 Stock Fire Cos.	\$ 5,795,696.47	\$13,566,431.25	\$ 5,580,000.00	\$ 4,335,689.49	\$527,407,464.00
4 Mutual Fire Cos.	378,365.79	412,737.76		103,561.38	27,167,003.00
13 Legal Reserve Life Companies	15,367,717.32	50,404,526.88	3,204,500.00	4,565,141.57	428,598,843.00
*8 Stock and Mutual Casualty Cos.	8,401,903.96	8,962,502.06	2,050,000.00	1,755,450.54	
*6 Mutual Health & Accident Cos.	247,140.38	33,763.49			
5 Fraternal Associations	1,955,545.28	8,463,520.96			53,294,079.15
2 Do not report business in force.					
1 Figures compiled in Insurance Department at Austin.					
Total (45 Cos.)	\$32,145,369.10	\$81,843,482.40	\$10,835,500.00	\$10,772,596.75	\$1,036,467,389.16



Light Plays Its Part in Play Hours

Croquet is the "order of the evening" at the home of Homer Puckett, where carefully planned lighting makes the croquet court a pleasurable spot after the sun has set. Croquet, tennis, and other lawn sports may be indulged in after the heat of the day when Dallas Power and Light lighting experts are consulted.

Our Illuminating Division service applies to residential lighting problems as well as to commercial illumination. A phone call to 2-9321 will bring a representative who will gladly give you full information and cost estimates on any lighting problem. There is no charge for this service

DALLAS POWER & LIGHT CO.

Phone 2-9321

Interurban Bldg.

Jackson at Browder

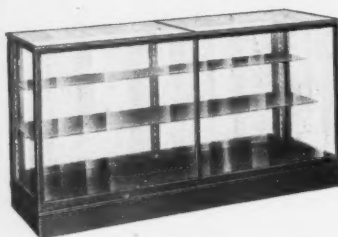
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Bell Cakes

Schepps Ace Bread
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~ What ~
Dallas Industries
Are Doing

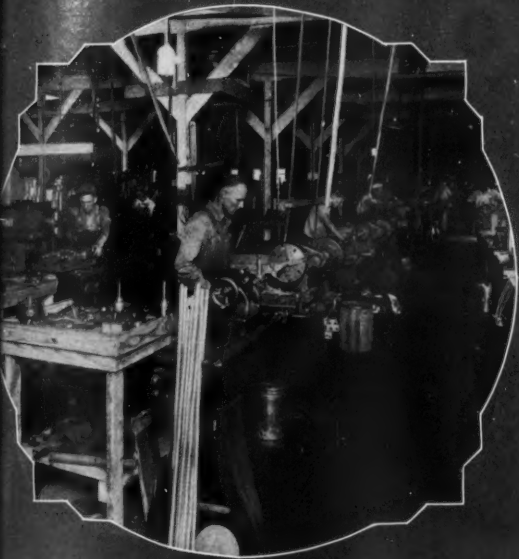
NOT LONG AGO there stood near a giant airplane a man of mechanical turn. He had another characteristic too—a not common one. He did not like kitchen odors mixed with the food he ate in the front end of the restaurant.

As the propeller whipped a cloud of dust into his eyes and stood his coat-tails out behind him he muttered, "I wish I had that thing stuck in the front end of every restaurant in town."

Thus was born the idea and today the Kennedy Machine and Brass Company is turning out 75 electric fans daily, based on the principle of the aeroplane propeller. The wish has come true and in cafes where the fans are installed there will be no garlic fumes mixed with the apricot pie.

The Kennedy Company builds in its Dallas plant, where the above photographs were made, the complete fan with the exception of the

motor—a
seller and
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El-Food C
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motor—a General Electric product. The aluminum body and propeller and other metal fittings are cast and finished there.

The Kennedy Machine and Brass Co. is a member of the Kennedy group of firms headed by W. D. Kennedy. Other firms are the El-Food Corporation, the Kennedy Brokerage Co. and the Real Art Co. A. H. Knepper is vice-president and G. T. Herring is secretary of the machine and brass company.

The entire nation is being covered in the sale of fans, but especial attention is being paid to the Southwestern market, Mr. Kennedy said. Restaurants, barber shops, hotels, and factories of all kinds are logical prospects for the fans and already thousands of satisfied customers have been placed on the company's books.

The entire Kennedy organization is enthusiastic over the success of the group and plans are under way for considerable expansion.

This is just another instances in which faith in Dallas has been justified.



"PETE" LEWIS
Crack N. A. T. Pilot

"**E**VERYTHING ready?" asked L. L. "Pete" Lewis, pilot of the National Air Transport, Inc. "All set," said Christy McCormick, field manager of the N. A. T. at Love Field, Dallas, and the new day line was started. Mr. E. R. Brown, Chairman of the Aviation Committee of the Dallas Chamber of Commerce, Major R. A. Laird, head of the aviation department of that organization, Bruce Luna, Acting Postmaster, John W. Philp, former Postmaster, aviation enthusiast and now Fourth Assistant Postmaster General, were all on hand to stage a brief ceremony marking another distinct step forward in Dallas' onward flight in aviation.

At 9:10 A. M. Monday, July 1st, Pilot Lewis roared away in a new Curtiss Falcon mail plane, on the first day flight. Twice a day service is a goal that N. A. T. has been striving to reach for many months. It had been determined to offer Dallas the advantage of double daily service just as quickly as the volume of business developed in this territory warranted it. A few months ago, the patronage had increased to the point that plans could be perfected for the day run. Accordingly, on June 12th, the Post Office Department authorized the extension of the Chicago-Kansas City day line to Dallas, but following a new route through Tulsa and Fort Worth to Dallas. With this additional line, the National Air Transport, Inc. is now flying 7,500 miles daily, an imposing figure, especially so when compared with the 2,000 miles flown daily when the Chicago-Dallas line began operations a trifle over three years ago.

Double daily service is just an indication of what the future probably holds for Dallas. As the people recognize the place of the air mail, both in their business and social life, the increase in pounds

Twice Daily

Air Mail to Chicago

carried will be reflected in more services daily.

The night service remains the same, that is the plane leaves Love Field every night at 7:30 P. M., reaching Chicago 5:40 A. M. the next morning, New York 6:40 P. M. that evening. The day plane is out at 9:10 A. M., reaching Chicago that night at 7:20 P. M., New York the next morning at 6:43 A. M. Twice daily service offers Dallas every opportunity to use the Air Mail. If business men in particular will only make a real effort to study how to realize the full possibilities of this service, the benefit to them and the increase in pounds carried will be amazing.



"Why should we use the Air Mail?" inquired Mr. Minton of the big firm of Minton-Mulsat Company. "What benefit is such service?"

"The elimination of waste is the underlying factor that determines whether or not you use the Air Mail," replied the young man addressed. "Modern business is constantly striving to reduce lost motion to the minimum—to do away with waste whether that applies to time, money or materials. The ordinary train mail consumes a lot of time between sending and receiving. If this time or one-half or two-thirds of it is saved, then there are that many more hours of productive effort to be used in your business. By utilizing the Air Mail service, you save a business day or more to Chicago, New York, St. Paul, Los Angeles, Boston, and hundreds of other cities.

"But we have very little rush mail," responded Mr. Minton.

"That is just the point, don't reserve your use of this wonderful service to rush or emergency stuff, but by using it on all long distance mail, you save the days heretofore lost. To use a merchandising term, you turn your business over faster. These days saved are just that many days added to your business year. By using the air mail regularly, you gain many more business days in your year. More days mean more business. More business means more profits."

"I get your point now. In other words, we should use the air mail just as we use the other and older forms of communication, that is as a part of our daily office routine."

"You put it very admirably, Mr. Minton. Once you form the habit of using the air mail daily, it becomes a necessary, integral part of your business system."

"How much does this service cost me?"

"The rate is now very, very low—five cents for the first ounce, and ten cents for each additional ounce. You can send the average letter for just three cents over what it costs to send it by train. It is the lowest priced form of communication offered. It affords speed with economy and privacy. In fact I don't know of anything which pays such huge dividends. For three cents you make a day."

"Where does it go?" asked our business man.

"Air Mail now reaches every post office in the United States, whether on an air mail route or not, as the mail is carried as far as possible by air, and then by train, if the destination place is not on one of the air mail lines. Besides, the same postage will take your letter by air to Canada or into Mexico."

"Is its use increasing?"

"Yes, sir; since the new rate went into effect, it has shown a steady growth. Now over 8½ tons of air mail are carried daily in the United States. Such use indicates it must be good, and of benefit and profit to business."

"Well, you win, young man. From here on out the firm of Minton-Mulsat Company will use the Air Mail on its distant mail. Miss Seaton, take a letter to Bond, Lower & Company, and send it AIR MAIL."



New Trade School

A new school of electric and acetylene welding has been opened at 711 Main Street under the name of Texas School of Trades. J. E. Walraven is manager of the school.



Buy Hurst Stock

Edgar B. Hoover and Joyce Lehman of Chicago, formerly associated with the firm of Hart, Schaffner and Marx, have purchased the stocks of Hurst Brothers and are now remodeling the building at the corner of Main and Field Streets, preparatory to opening a new store under the name of Hoover-Lehman Company.

DALLAS

Believe It Or Not

The following figures, clipped from the Texas Legion News, give some idea of the size of Texas, compared with other states and other countries:

	Sq. Miles
Area of Rhode Island	1,246
Area of Vermont	9,564
Area of Delaware	2,370
Area of Connecticut	4,965
Area of Massachusetts	8,266
Area of New Jersey	8,224
Area of New Hampshire	9,341
Area of Maryland	12,327
Area of West Virginia	24,170
Area of South Carolina	30,989
Area of Maine	33,040
Area of Indiana	36,354
Area of Kentucky	40,598
Area of Ohio	41,040
Area of Washington, D. C.	70
Area of Panama Canal Zone	527
Area of Luxemburg	999
Area of Maderia	314
Area of Monaco	8
Area of Malta	118
Area of Isle of Man	227
Area of French India	196
Area of Bermuda Islands	19
Area of Barbados	166
Area of St. Helena	47
Area of Shetland Islands	550
Area of Tangier	140
Area of Scilly Islands	6
Total Area	265,881
Area of Texas	265,896

Dallas Representatives Oppose State Income Tax

An active part in the defeat of the proposed income tax bill was taken by Dallas County members of the Legislature recently when that measure was before the house.

The bill was opposed on the grounds that it would serve as a detriment to industrial development of the State, the group feeling that freedom from a State income tax burden is an impressive argument in the selection of Texas cities for Southwestern headquarters.

Members of the Dallas County group in the House are George Purl, Jack Keller, C. S. McCombs, John E. Davis, Ray Holder, W. T. Savage.



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J. D. FRANCIS, Treasurer
H. V. DeARMOND, Secretary-Manager

By H. V. DeARMOND
Secretary-Manager, Dallas Junior
Chamber of Commerce



JUNIOR CHAMBERS OF COMMERCE throughout the United States are year by year developing methods and practices for efficient operation and offer the young business man a varied choice upon his becoming a member of the organization. The program covers, first:

The organization or structure of a Junior Chamber of Commerce.

Program of Work.

Meetings and Committee Management.

Membership.

Publicity.

Finance.

Office Administration.

Commercial Activities.

Industrial Activities.

Civic Activities.

The program of work, properly evolved and agreed upon, not only molds diverse ideas as to what it should, and does, aim to do, and converts a crowd of people with many diverse ideas, aims and purposes into an effective army for accomplishing definite things agreed upon. It also gives the Junior Chamber an otherwise unequalled opportunity and ability to "sell" itself to its members—to its old members as well as its new members.

The primitive tribal council served both for the thinking out of the problems of the group and as a means for ascertaining and harmonizing the desire of its members. In the little circle of primitive men gathered in the village clearing before the fire, it was possible to bring the collective wisdom of the group to bear effectively on the simple problems of a simple civilization.

Membership is fundamental. There must be members before there can be an organization. These members must be of

the right sort if the organization is to have a standing in the community. Appearances to the membership committee teaches its members:

1. Bringing members into the organization.

2. Holding them as members by keeping their interest alive.

3. Bringing them back when they seek to withdraw.

4. To determine the annual membership turnover.

Each organization sets up its own financial structure in accordance with its own constitution. The chief requirement being that it set up a financial structure to fit its needs. The most important consideration, after all, is not that there be a given plan, but that there be a definite plan carried out systematically. Sources or revenue are roughly divided into four groups as follows:

1. Membership Dues.

2. Initial or Entrance Fee.

3. Budget Fund.

4. Miscellaneous Income.

The collection of funds and the control of expenditures are governed by the same rules which apply to those of any first class commercial house. Most organization by-laws make specific provision or action in case of delinquency. The policy of the Junior Chamber is to live up to these by-laws to the letter.

The control of expenditures of the organization is in the hands of the board of directors or its executive committee, whose authorized agent, under certain restrictions, is the general secretary or manager of the organization.

Publicity is a legitimate and necessary function of the Junior Chamber. Publicity privileges may be abused and therefore become offensive to the public and injurious to the organization. Publicity may be addressed to the membership, to the general public of the community, or to the world at large, or to all three. The purposes, in order of their relative importance to the organization are:

1. To inform the membership.

2. To interest prospective membership.

3. To influence public opinion.

4. To advertise the community.

While not presenting a comprehensive treatise on this subject, members are given some idea of the more important principles relating to practical methods. Of the many things pertaining to office administration a few of the outstanding are: Correspondence, Filing Systems, Minutes, Notice of Meetings, various and sundry Committee Reports, Bulletins, and last but not least, Methods of Procedure in Office Operation.

Commercial activities of the Junior Chamber classify into three divisions as they relate to:

1. Retail Trade.

2. Wholesale Trade.

3. Foreign Trade.

Junior Chamber organizations are instrumental in devising methods of stimulating and developing retail trade. And for wholesale trade there are members whose connection with wholesale houses makes eligible for committee work or representation on or with wholesale trade groups.

Foreign trade is not a "far away and and of no importance" activity for Junior Chambers. It is believed that many Junior Chamber members are potential foreign trade representatives of tomorrow and this activity is given a place in the organization's program of work.

It is not so important that the Junior Chamber itself actually shall undertake to do all that needs to be done, but that the organization make certain that the job is done.

Definite service is being rendered established industries along the following lines:

Employment Bureaus.

Domestic and Foreign Trade Promotion.

Trade extension tours.

Industrial information and investigation service.

Financing and other material aid in connection with plant expansion.

Traffic bureaus.

Help in the solution of problems of industrial relations.

Vocational schools.

Citizenship.

Improvement of housing and other living conditions.

Promotion of personnel work.

Aid in securing extension and improvement of facilities of public utilities.

Home products expositions.

As recently as thirty years ago, very little energy was given to civic matters. Nowadays, civic work is definitely included as a part of the activities of many organizations. Primarily, matters relating to the local, state and national government, such as taxation, education, public health and city planning, are classed as "civic," but activities such as charity endorsement, Americanization work and safety campaigns are also included in the term. The activity of Junior Chambers in civic affairs furnishes a striking example of the value of the organization.

Young men becoming members of the Junior Chamber of Commerce are ushered into an association nation-wide and with numerous bodies being formed in Canada and England. The great diversification offered its members makes the organization a practical training school and clearing house for the young man in business. He will find leadership and the spirit of community cooperation unhindered by class, politics or sectarian influence.

NOW THAT WE'VE GOT IT (Continued from Page Fourteen)

also there were six weeks he didn't have to write home and lie to his wife about his flannels and nocturnal conduct. . . . That's something!

Now, aside from the selfish motive back of using airplane transportation, the business man can render the public a service by traveling the skyways.

The world demanded more speed and got the air plane—but all the world can't use it yet, all the world can't afford it yet. And still all the world needs it. Some reader might scratch his head and ask for the solution to this situation. The writer hopes one of these fellows raises his hand and asks, "What do you want me to do about it?" Do you think I won't tell him? I'll tell him anyhow. Here's what I'll tell him:

"RIDE THE PLANE YOURSELF."

If he doesn't ride the plane, what's going to be his excuse? Well, he really doesn't have any. It's simply that innate sales resistance—characteristic of all human beings. We like to say no when another man says yes. For a while the excuse was questionable safety of air transportation. Now that danger has been reduced to an inconsiderable feature, through marvelous strides in perfecting work, there seems to be no valid excuse for the business man not patronizing air line. Some say they do not have the money. That's silly, for there is no one who would not spend money to make money and that is what spending money to save time is—making money.

Why should the business man, the man who can afford it, patronize air transportation? Why, a grade school boy could answer that.

The first automobile ever manufactured brought, in the parlance of the street, real dough. It cost (still in the street) plenty! Why? Because it was the first one, because it took so long to make, because there was no way to turn them out a dozen or so at a time in a day or less time, because there was no ready demand, because materials were high, because . . . ad infinitum.

When did the price of automobiles start coming down? When demand increased, when production increased on a larger, and consequently cheaper, scale, etc. The greater the demand the greater the production; the greater the production, the cheaper the price. Now let's all join in on the chorus:

"And we all started buying automobiles."

Apply the same reasoning to airplane transportation. When those who can, and should, start using the airplane more habitually, the price is going to get on the toboggan. . . . And when it does this we'll all start riding airplanes. The manu-

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Number Ten

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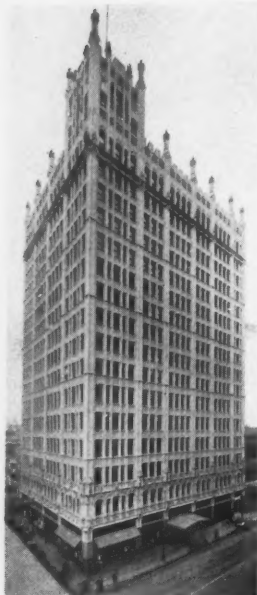
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Rising majestically to a height of sixteen stories, an impressive structure, beautiful in its architecture, the Kirby Building (formerly the Busch Building) stands at the corner of Main and Akard.

The A. Harris Co., one of Dallas' leading department stores, occupy the basement and first five floors.

Three hundred and nineteen suites of offices, finished throughout in oak

with maple floors, occupy the space above the fifth floor.

The exterior is finished with Terra Cotta. The building is equipped with five passenger elevators. Heat, power, light and water are furnished by the Adolphus Hotel.

As is true of so many distinctive buildings, steel was chosen—because of its known strength, durability, elasticity and adaptability—for the frame of the Kirby Building.

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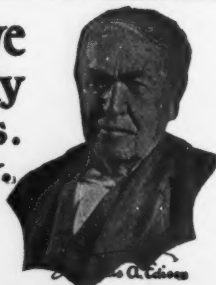
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Edison's New Dictating Machine



facture of automobiles is one of the biggest industries today because those who could afford the first ones bought them.

The sooner the general public gets to using the airplane for transportation habitually, the sooner will we eliminate the confusion resultant from only a part of the world possessing something the entire world needs.

The purchase of an airplane ticket is a good investment.

Every time a man bought an automobile in the early days of the industry he helped bring down the price. How many automobiles in the world today?

'Twas a good investment, wasn't it?



Three More National

Conventions Secured

Three national conventions were secured for Dallas during the last week of June, augmenting a considerable list of national state and regional conventions already listed for 1930. The largest of these conventions was the National Association of Credit Men, which will meet in May with an estimated attendance of 2,500 representatives of the leading factories, wholesale establishments and banks of the Nation. George Coffey was chairman of the committee from the Dallas Wholesale Credit Men's Association which handled the campaign to land the gathering. President Bentley Young, President Elect R. D. Hall and Secretary E. F. Anderson were among others from the local association active at the convention at Minneapolis, June 24-28, and Z. E. Black, manager of the Dallas Chamber of Commerce Convention Department, also made the trip and took part in the work. This is a convention that should be worth a great deal to Dallas from a business, as well as publicity, standpoint. D. S. Dodson of Waco, State Director of the National Association, and delegates from several other cities, aided in the campaign. Pittsburgh and Columbus, Ohio, were the competing cities.

The two other national conventions secured during the last week of June were the National High Twelve Club, which will meet next June with an attendance of perhaps 1,000. Rice Wood of Dallas presented the local invitation at the Seattle convention. County Superintendent of Schools, H. L. Goerner is president of the local High Twelve Club. The Delta Sigma national fraternity was the third of the conventions mentioned. Ray Cannon and Jack Shook were the local delegates to the convention at Pine Bluff, Ark., and they with Monty Mann and Charley Barry will comprise the local committee in charge of the convention at Dallas, June 26-28, 1930. About 400 are expected.

New Members

The following firms have increased their memberships in the Dallas Chamber of Commerce:

Mrs. Baird's Bread Co., Inc., bakery, Bryan and Carroll.

The following new members have been added to the Chamber of Commerce roll:

Sieber Rubber Stamp Mfg. Co., 1001½ Main Street.

Pilot Ray Sales Organization of Texas, automobile accessories, 2503 Commerce Street.

Evans & Arnett, Motor Freight Line, 2427 South Harwood.

Harold E. Clayton & Co., automobile loans, 1201 Republic Bank Building.

Texas School of Trades, electric and acetylene welding, 711 Main Street.

Armored Motor Service, Inc., 408 South Poydras Street.

Luby's New England Cafeteria, 205 Browder Street.

Cities Service Oil Co., 3200 Hickory Street.

Direct Advertising & Printing Co., Inc., 210 South St. Paul.

C. J. Crampton, Executive Secretary, Dallas Chamber of Commerce, 3706 University Boulevard.

Lasswell Manufacturing Co., Fibre Furniture, 2416 Swiss Avenue.

Pulliam Transfer & Storage Co., Floyd and Hawkins Streets.

Clarence S. Parker, Surety Bonds, 1627 Kirby Building.

E. A. Petty, representative S. W. Straus Co., 1115 Southwestern Life Building.

Hygiene Association


The Dallas Society for Mental Hygiene has been organized here under the leadership of Dr. W. H. Moursund, dean, Baylor University College of Medicine.

Evans Heads Bank Institute

W. J. Evans of the Dallas District Federal Reserve Bank has been elected president of the American Institute of Banking.

Flour Mill Merger

Announcement of the merger of five Texas flour mills, one Oklahoma mill and the Perry Burrus Elevators of Dallas has been made. The new group will bear the name of Tex-O-Kan Flour Mills Co. and will have headquarters in Dallas. J. Perry Burrus of Dallas is president of the company.



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An Executive..... WITH NO PET PLANS

A policy of "an open mind and an open door," is the main reliance of Andrew W. Robertson, who entered a field almost new to him to become chairman of the board of the Westinghouse Company.



ANDREW W. ROBERTSON was president of the Philadelphia Company, which runs the electric, gas and local transportation service of Pittsburgh. Now he's chairman of the board of the Westinghouse Electric Manufacturing Company, which makes and sells electric equipment. In one job his business was largely selling service; in the other selling things.

The shift was sharp. He couldn't take preconceived notions from one job to the other. But he has a principle that he has managed to put to work on both jobs, a principle which might almost be made into a slogan.

"The open door and the open mind."

In other words he's an executive without pet plans. Not that he can't make plans and decisions. He can. As one of his closest friends said:

"When Andy tells you anything you can take it face value. It may not be what you expect to hear. Certainly it won't be couched in general or indefinite terms. It will be a plain-spoken, understandable statement and you can bank your last nickel on it."

The best proof of Andrew Robertson's conviction is that he has entered on his new job with no preconceived ideas of how he will run it. He is going to school in the Westinghouse plants until he learns what it is all about, he declared. This educational period may run six months or a year. It won't be rushed. Only when he has convinced himself of what he should do and how he should do it is he going to lay down a general plan of operation for himself.

Mr. Robertson has practiced his open-door policy in Pittsburgh for some years. Anyone who had a legitimate reason for seeing him or talking with him could do so at any time. He never was "out" or "in conference." He saw them all and heard them through even though he did not always agree with them. Perhaps he knows that a door isn't a one-way thing. If it lets in men and ideas—and sometimes bores—it also lets out men with new or altered ideas and changed points of view.

So when he was seen on the second day he was on the job at his New York headquarters, his door was open. He sat at a clean desk and apparently had nothing on earth to do but give the interview. During the interview, several persons walked past the doorway and spoke to him. One dropped in, discharged his business quickly and got out. Robertson also disposed of several persons over the telephone. Between times he talked, answering all questions readily. At the end of half an hour the interview was completed, seemingly without interruption. He insisted that he was not settled in his new surroundings, but it would be difficult to imagine anyone more at ease.

Robertson is 49 years old, six feet tall, apparently is as good shape as when he played right guard for Allegheny College 30 years ago. He has iron gray hair and is smooth-shaven. He is frank and conservative and not afraid to laugh. He shows no evidences of being bogged down under the responsibility of directing a two-hundred-million-dollar business institution.

At one time Robertson was vice-president of the Philadelphia Company in charge of public relations and he has had a lot of credit for the bettering of that branch of the company's work, but he does not believe that a great deal of individual credit for the good will of the Pittsburgh public toward his company is due him. It belongs to the organization, he insists.

"There are few things in the business world more ridiculous than placing an executive in charge of public relations and pretending that he is responsible for them if they are successful," he declared. "Public relations should not be considered a department, not the work of any individual. They are the job of every one in the organization. The success or failure of public relations in any organization depends just as much on the minor employes as it does on the man in charge of the public relations department. Each comes in contact with the public and the impression each leaves is bound to react for or against his organization."

"I like to think of a business organization as a complete entity. I often picture it as a mosaic, each department and each individual fitting perfectly into its place, and the effect of the whole depending on the proper functioning of each individual unit. All too often public relations are considered a thing apart and not con-

ceived as a part of a mosaic such as I have suggested.

"The balance sheet and income statement are a very important part of this mosaic. In fact, the acid test of good public relations will be found in these two statements. Unless an organization is making fair earnings, I never have been able to see how its public relations could be regarded as successful.

BUILDING EMPLOYE PRIDE

"Successful public relations usually result primarily from having the job of each person in the organization carefully defined and understood by all. If every worker, whether he be in the ranks or in a supervisory capacity, knows exactly what he is expected to do and feels an individual responsibility for it and a pride in it, a long step toward perfect organization, which develops good will, has been effected.

"Of great importance is to have every employee feel that his particular task is understood by the executive at the top and that his efforts are appreciated. Every employee also should feel that he is in a measure responsible for the public attitude towards the company.

"Let us take as an illustration a man who is digging a hole for a pole. This may seem to be a small job and of no consequence, yet it is nothing of the kind. It is of the utmost importance and the man who is digging the hole should feel that it is. He should realize that the improper digging of it may result in very far-reaching consequences. The way a hole is dug may please or displease the mayor of the city, for instance, and thus affect his attitude toward the company.

"Moreover, employees who feel the responsibilities of their jobs and know that their work is appreciated, are less likely to complain.

"A great deal has been written and said about private settlement of claims in connection with the explosion of a gas tank on the properties of the Equitable Gas Company some time ago which resulted in a considerable loss of life and property. The explosion was a very serious one. It resulted in injury or property damage to more than four thousand persons. Shortly after the accident, we announced that we would settle all claims privately without putting the claimants to the expense of going to law. We did this because we thought it would be the fair thing to do, and because we knew that the claimants, many of whom were in great need of financial assistance, would net more by such an arrangement than if they had to enter suit.

"Announcement of this decision by the company was played up in newspapers

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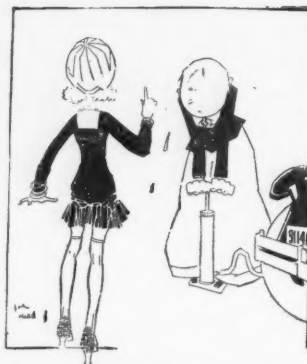
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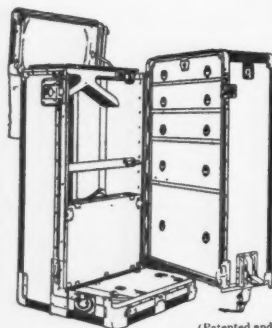
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under big headlines. It was termed a new attitude on the part of public utility companies. As a matter of fact, it was nothing of the kind. The Philadelphia Company has been settling claims in a similar manner on its various properties for a number of years. It just happened that this was a very big accident and that attention was attracted to it.

"The most remarkable feature of the whole situation was that we were able to get such quick action on such a large problem from a widely separated board of directors. Once we determined that private settlement was the proper course we got in communication with our directors and they unanimously approved.

"Do not misunderstand our attitude toward these claims. We were not prompted by charitable motives, nor did we carelessly throw away \$2,000,000 that the claims cost us. We tried to settle every claim on its merits. Obviously, in a big situation like this there was bound to be some unfairness on both sides. Some claimants were probably paid excessive amounts, some just the right amounts and some did not get enough. We tried to treat every one squarely. That the claimants generally felt they were getting a square deal is attested by the fact that all of the claims except five were settled out of court."

SOUGHT ONLY SQUARE DEAL

How employees regard their employer sometimes is the measure of a man. It has been my privilege over a period of some ten years to be in fairly close contact with many of Robertson's traction employees. To say they are "for him" is putting it mildly.

Mr. Robertson was associated with the Pittsburgh traction company under different managements for a period of 13 years, but he always had the same high regard of his men and the public. When he was made president of the company, three years ago, James W. Welsh, general secretary of the American Electric Railway Association, and a former associate of the Pittsburgh property wrote:

"The election of Andrew W. Robertson as president of the Philadelphia Company is an inspiring example of the reward that follows holding fast to faith in ideas.

"When Mr. Robertson came with the Pittsburgh Railway Company 13 years ago he brought with him a theory of conduct, a philosophy, a religion, call it what you may, which he had made a guiding principle of his own life. He believed that if these were good for the individual, they should be good for the company. Present-day ideas of good public relations were not very well developed then, and

his thinking along these lines did not have the backing of recognized authority as it does today.

"In those days 'Andy' Robertson's problem was to sell his company the idea that it pays to look at things from the other fellow's viewpoint and to consider the Golden Rule in public relations. He broke all precedent as an attorney in failing to demand for his company the last jot and tittle. He did not rant about the company's rights but asked his opponents what they thought was fair."

FIRST JOB PAID A NICKEL

A theory exists among a great many authorities that the best public relations men spring from small towns and families of moderate circumstances, and Robertson can qualify from those angles. He was born in the village of Panama, New York, and was one of a family of nine children. His father, who had emigrated from Scotland with his mother, died when the boy was three years old.

Robertson's first financial contact with the business world came about when a local Panama dignitary paid him five cents a morning for keeping his sidewalk clear of snow during the winter.

Any one who has ever shoveled snow in northern New York will realize that Robertson early had impressed upon him that the laborer is worthy of his hire.

After working his way through college, Robertson taught school for a year and then entered the law school of the University of Pittsburgh. He was admitted to the bar in 1910. Three years later he went with the Philadelphia Company. For a time he was general attorney and in 1923 he was made vice president. He was elected to the presidency in 1926.

An interesting sidelight on the results of Robertson's efforts to give good service in Pittsburg is found in a recent issue of a Pittsburgh newspaper.

"Where there used to be bickering, expensive litigation, annual deficits, unpopularity and trouble galore, there now is peace, freedom from litigation, popularity, cooperation, friendly support from the public and communities, and profits.

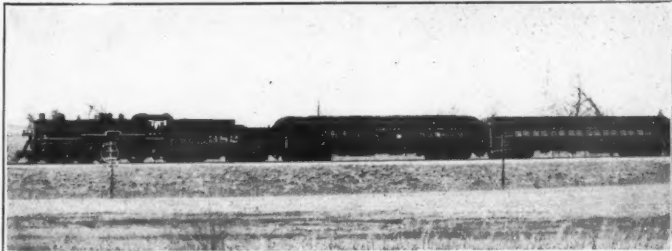
"Conditions are so different from what they used to be that old timers in the company and city officials who have had years of experience in dealing with street railway matters rub their eyes and mutter, 'It simply isn't true.' But it is."

Those improved conditions, Mr. Robertson insists, were due to an organization mosaic that was patterned as it should be. No his ambition is to find his place in the Westinghouse organization mosaic.

(Continued on Page Thirty-one)

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Training for a ... Bigger Game



ABOVE are shown a few Dallas business men of 1940 learning the game of give and take on a baseball diamond furnished by the City of Dallas for just such occasions.

The exercise of baseball is valuable to the boys. The steady eye and the judgment necessary in the game is not worthless. But the biggest feature of the game, as played in Dallas public parks is the "Ethics of Life" taught the youngsters through the medium of sport by experienced playground supervisors.

The boy at bat would be much more quickly evicted from the game for challenging the decision of an umpire than would one of the players at Steer stadium. Nor would he stay on the field fifteen seconds if he were to engage in a battle, verbally or physically, with another player.

That continued argument, spirited remarks and bitter denunciation of officials is necessary toward proper enjoyment of the game of baseball is disproven every day on the "sand lots" of Dallas. Good-natured banter is indulged in, of course,

but the first time a player loses his temper he also loses his place in the line-up.

Foster Jacoby, director of parks and playgrounds for the Dallas Park Board, is extremely jealous of the conduct of boys and girls on the playground. He feels that no small part of their character is formed there and he has chosen with utmost care the play supervisors. Not only must they be men and women of the highest character, but he demands that they know the "nature of a child" and that they be experienced in systematic, organized play.

Dallas boydom has its gangs, of course. But what a different meaning the word takes on here. Leaders are not chosen for their ability to successfully conduct apple-stealing expeditions. Skill and courage, natural leadership, ingenuity, and other requisite of a "real boy" are given free rein.

Battles for gang superiority are not fought on railroad tracks with bricks and stones but on the park diamonds, under the watchful eye of supervisor.

Such is the idle hour training of Dallas citizens of the future. That the results will be splendid is without question.

(Continued from Page Twenty-nine)

He is seeking it by examining the pattern at close range.

—Seth Dunham in "Nation's Business."

Improving College Product

A. Lawrence Lowell, President of Harvard University, believes that American colleges as a whole are turning out a better product today than ever before, and that with a little more cooperation from parents, the quality of the product will continue to improve.

In an article in Nation's Business, President Lowell says: "When your son goes to college do not be satisfied that he gets by, creeps through and obtains those other very substantial advantages which come from college. Feel that he goes there to get an education, and let him understand that it is an education you expect him to get."

"The product of colleges," he writes, "cannot be standardized. There are different grades in the goods we produce and one of the difficulties we find in marketing our product is that business men are very likely to prefer our second-class goods and then complain that they are not first-rate."

"Some years ago a business man said to me, 'You are not teaching your students as you ought to. A good many of them go into brokers' offices and sell stocks and bonds to their fathers' friends, but they do not progress much.'

"I replied, 'If you let us do what all other manufacturers do, recommend our own goods, you will find a very different result.'

"The goods we produce in college are of a peculiar character. The machine we place on the market does not run very smoothly for the first hundred miles or so. It will not run as well as an inferior machine that has been running for some time. But let it run a while and then see how it compares. I believe you will see that the difference is considerable."

Memco Engineering & Manufacturing Co., Inc., 381 Hamilton St., Long Island City, N. Y., manufacturers of high tension transmission line and outdoor substation equipment, want manufacturers' representative to carry line for Southwest.

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verters of cotton and novelty fabrics, want commission representative for the Southwest, selling to dress manufacturers.

The Fyr-Fyter Company, Dayton, O., manufacturers of fire extinguishers, want to get in touch with capable man interested in distributorship for Dallas district.

Whims That Destroy

Prejudices that affect women's buying habits may be regarded as whims, but they are whims of iron, as many, many industries have learned to their cost. Fresh evidence on this point is provided by J. H. Estill, commercial manager of the Port of London Authority. Before small hats became fashionable, he says, \$15,000,000 worth of ostrich feathers passed through the P. L. A. warehouse every year, but the demand has now almost ceased.

A London merchant points out that the weaving trade has been hard hit by the widespread popularity of knitted frocks. And blouse manufacturers are likely to see little good in the vogue of knitted sweaters.

Balance sheets can offer no great cheer to comb makers and hairpin manufacturers so long as short hair is in style. Fashion magazines reveal that buttons do not play so large a part in women's garments, and this loss of favor is food for another industry's thought. Even grandmothers, it seems, have young ideas, for the once popular elastic-side shoe is yielding to the smart strap sandal.

Meanwhile, the trades that cater to men have small worries compared to the troubles that vex the makers of women's wear. True, a coat lapel may be widened, trousers may be narrowed, but the conservative sex is fated to get only a vicarious thrill from the fickleness of fashion.

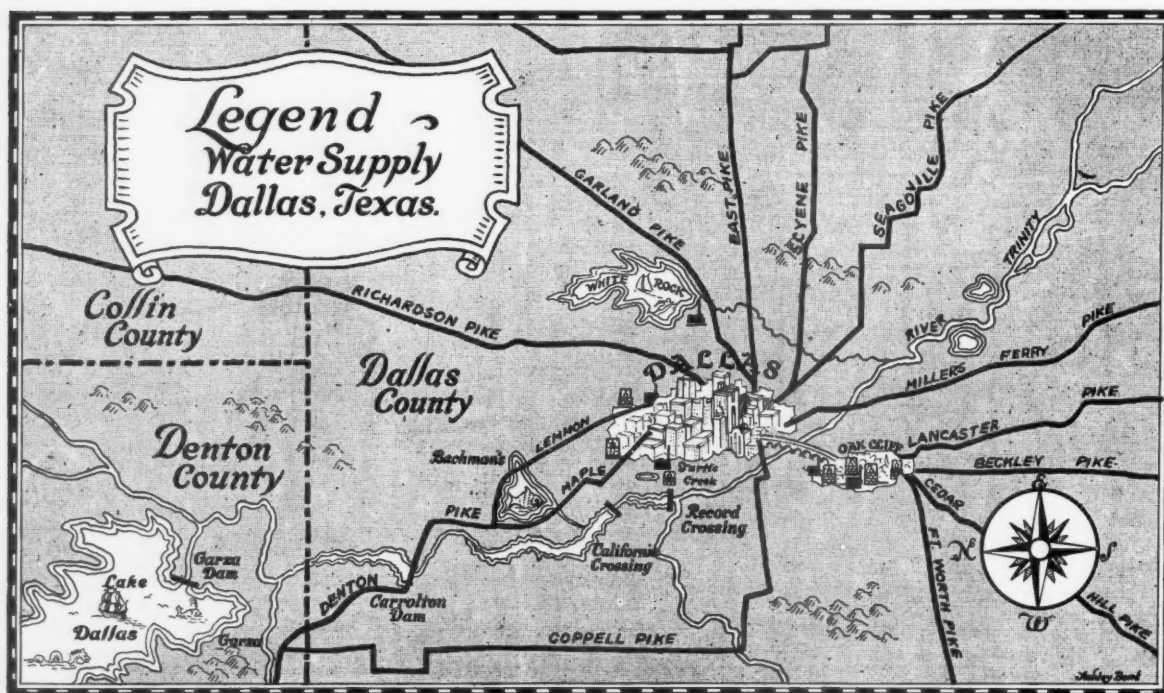
Straus Office Here

Another development in the growth of Dallas as a financial center was recorded July 1 when an office was established in Dallas by S. W. Straus & Co., nationally known investment bankers of New York, Chicago and San Francisco.

E. A. Petty of Dallas, for eight years associated with S. W. Straus & Co. in a dealer capacity, was named Dallas representative, to cover the city and the northern part of the State. The new office is at 1115 Southwestern Life Building.

S. W. Straus & Co. was formed in 1882 on a small scale. It has grown to such an extent that it now has national banks in New York and Chicago and is planning several others strategically located over the nation. Mr. Petty will handle real estate first mortgages, specializing in best property in favorable locations in large cities, and a general line of securities.

How Dallas Gets Its Water



Few cities of the Southwest—of the nation for that matter—are so well situated from the standpoint of water supply as Dallas.

Since the completion of the gigantic dam in Denton County that is now impounding 70,000,000,000 gallons of water all fear of a water shortage has

been dispelled. Engineers estimate that the present water supply is sufficient to supply a city of twice the Dallas population—a figure that will be reached about 1950 if the present rate of growth is continued.

But Dallas has not stopped with the building of a new lake. With the money

voted under the Ulrickson plan the city is completely overhauling the water system, installing new purification plants and bringing to a high peak of efficiency the distribution system.

Besides Lake Dallas the city has available White Rock Lake, Turtle Creek and the artesian well system of Oak Cliff.

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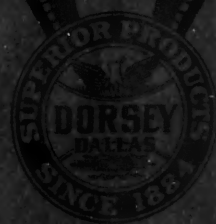
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